TURKEY

Overview

From the establishment of the Republic in 1923, until 1980, Turkey was an insulated, state-directed economy. In 1980, the country began an economic turnaround based on increased reliance on market forces, export-led development, lower taxes, integration with the world economy, and privatization. These reforms resulted in the highest average annual growth rates over the past decade, of any member of the Organization of Economic Cooperation and Development (OECD). The private sector has emerged as the powerful engine of the country's economic growth. Turkey is now gearing up to respond to import competition and to take advantage of expanded market access to the European Union (EU).

The January 1, 1996 introduction of a customs union with the EU marked a watershed in Turkey's economic history. This new union brought with it Turkish implementation of EU regulations in important areas such as international trade regulations, competition policy, and intellectual property rights protection. It also reduced the cost of imports. The new tariff rates, and the elimination of most "fund" payments associated with imports, reduced the average import payment from about 11% to 4%, and for U.S. products, and about 6% to zero for EU products. Agricultural products were not affected by the trade pact.

In 1996, GNP grew about 7.9%, led by private sector investment spending, which was consistent with the growth rate of the previous year. The per capita GNP figure for 1996 was $2,928. Turkey is going through a period of high inflation(currently 80% a year). In addition, the Turkish Lira (TL) foreign exchange rate is expected to average about 160,000TL/$ for the year, and reach 200,000TL/$ by year's end. In May, the size of Turkey "non-recorded" economy was estimated at 25-50 percent of official GNP and is equally dynamic. Best prospect sectors for American exporters include: power generation, telecommunications, building products, medical equipment, automotive parts, and textile machinery.

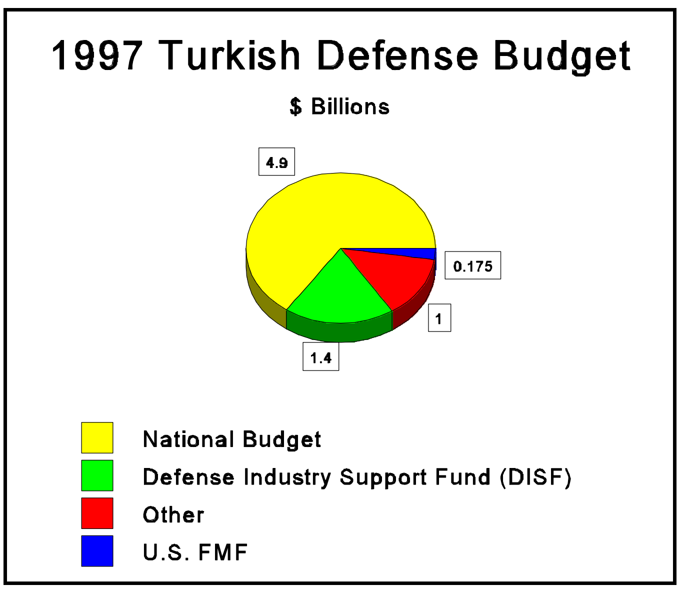
In 1995, the latest year available, Turkish imports were valued at $35.7 billion. The largest source of imports was from Germany, which accounted for 15.5%, followed by the United States (10.4% or $3.7 billion), Italy (8.9%), Russia (5.8%), France (5.6%), and England (5.1%).

U.S. companies should diversify their product bases, to include equipment with defense/industrial/commercial applications. The Turkish industrial and commercial markets are very receptive to high-technology products, manufactured in the United States. The outlook for electrical power systems, electronic components, laboratory/scientific equipment, pollution control equipment, medical equipment, industrial process controls, and residential security systems is particularly high. All of these industries are experiencing growth and all are receptive to U.S. products.

The Turkish market offers strong growth prospects for American exporters, despite inflation. Its dynamic private sector, young (50% under the age of 25) population of 65 million, regional connections, and massive infrastructure requirements validate its designation by the U.S. Department of Commerce as one of the ten “Big Emerging Markets” worldwide.

Defense Industry Environment

As a percentage of GNP (2.2%), Turkish defense spending is the highest in NATO. Turkey maintains the second-largest army in the NATO defense system. The requirements of the Turkish armed forces make the country a major market for weapons, ammunition, and defense systems sales by U.S. companies. Within the 1997 Turkish National Budget of 6,345 trillion TL, 671 trillion TL (about $4.9 billion) or 10% of the National budget, has been allocated for the Turkish Ministry of National Defense (MOD). The Turkish armed forces, numbering 604,800 are divided between the Army (496,000), Navy (53,800), and Air Force (55,000). In general, one-third of the MOD allocation (about $1.6 billion) is spent on foreign procurement expenditures and military-related investments. Due to an intensive modernization program envisioned by the Turkish General Staff, this figure should increase in the years to come. The following chart demonstrates the sources of funding for the Turkish MOD.



To support its armed forces modernization, the government has established a policy of pursuing the acquisition of new equipment through a variety of channels, including Foreign Military Sales (FMS), the Southern Region Amendment (SRA), the Conference on Force Reduction in Europe Treaty (CFE), and direct commercial sales (DCS). The following are the major programs and systems that are expected to receive acquisition priority:

Ongoing Programs:

- F-16 (Peace Onyx) Co-production (Air Force)
- MEKO/Track IIB Frigate Program
- Armored Combat Vehicle Co-production (Army)000
- Multiple Launch Rocket System (MLRS)
- AMRAAM (Advanced Medium-Range Air-to-Air Missile)

Future programs:

Army

- Helicopters (attack, heavy and medium-lift, utility)
- Modern Tanks
- Wheeled Armored Vehicles
- Tank Transport and Rescue Vehicles
- Pedestal Mounted Stinger Program
- Army Tactical Missile System(ATACMS)
- Artillery upgrades

Air Force

- F-16 Aircraft-possible follow-on buy/co-production
- KC-135R Tanker Aircraft
- F-5 (60 Aircraft)-Upgrade
- Airborne Early Warning and Command Control Aircraft (AWACS)
- Search and Rescue Helicopters
- UAV (Unmanned Aerial Vehicle)

Navy

- Turkish Frigate 2000 Program
- Fast Patrol Boats
- Submarines
- Mine Hunter Vessels
- Seahawk helicopters
- Maritime Patrol and Surveillance Aircraft
- "Extended Horizon" Monitoring-Reconnaissance Project

Turkey's domestic defense industry was given a boost with the establishment in 1985 of the Undersecretariat for Defense Industries (SSM), which is responsibility for the development and modernization of the Turkish defense industry. The Turkish Armed Forces Foundation (TAFF) is another organization created to develop the Turkish defense industry. They are also shareholders in a number of defense companies. The enterprises of the Foundation, by name, industry, and percentage of shares held, are as follows:

- Aselsan: Military Electronic Industries. The Foundation holds 85% of the shares.

- Aspilsan: Military Battery Industry. The Foundation holds 83% of the shares.

- Havelsan: Aviation Electronics Industry. The Foundation holds 97% of the shares.

- Isbir Elektrik: Synchronous alternator and diesel-generating set manufacturer. Electric Industry. The Foundation holds 60% of the shares.

- Roketsan: Missiles Industry. The Foundation holds 15% of the shares.

In addition to the above mentioned enterprises, the Foundation holds shares in the following companies: Ditas (oil transportation), Netas (telecommunications), Koytas (agricultural and industrial machinery), Otomarsan (bus and motor vehicles), Petlas (tire manufacturing) and Testas (electronics).

Other local defense manufacturers include:

- *FNSS*: A joint venture company between Nurol (Turkish) and FMC (U.S.), to produce armored combat vehicles in Turkey.

- *MIKES*: This is a joint-venture company between various Turkish shareholders and Loral (now Lockheed Martin) for the delivery of integrated EW systems for the Turkish F-16 Program (Peace Onyx).

- *MKEK*: Turkey's largest industrial organization. MKEK owns military factories producing a wide range of ammunition, small arms,105 mm tank guns, rockets, mortars, blasting caps, grenades, mines, and batteries. MKEK also has a civil sector to produce industrial machinery, stainless steel pipes, construction equipment, and textile machinery. MKEK keeps its range of production in four main groups: machinery, chemicals, metal/wood materials, and weapons/ammunitions.

- *Tusas Aerospace Industries*: TAI was established as a joint venture company with General Dynamics (now, Lockheed Martin) to co-produce F-16 aircraft. The Foundation is a major shareholder.

- *Tusas Engine Industries*: TEI formed a joint-stock company, together with the General Electric Company, to produce F110/GE100 engines for the F-16 program.

The United States supplies nearly 80 percent of the foreign military hardware used by Turkish armed forces. Other major suppliers are: Germany (Blohm & Voss, Heckler & Koch, Krauss Maffei, Rheinmetall, Wegmann, etc.), United Kingdom (GKN, Marconi, Plessey, Racal, Rockwell Collins, Rolls Royce, Royal Ordinance, etc.), France (Giat, Thomson-CSF, Eurocopter, etc.), Italy (Officine Galileo), Spain (CASA).

Local manufacturers include:

- FMC-Nurol (Ankara): Tanks, armored vehicles, and related equipment:

- OTOKAR (Istanbul); ROCKETSAN (Ankara), and MKEK (Ankara and Cankiri): Weapons for ground forces, rockets, and missile propulsion systems.

- ASELSAN (Ankara); TELETAS (Istanbul) and SIEMENS (Bursa): Ground-based communication systems.

- ASELSAN (Ankara) and TRANSVARO (Istanbul): Sensors and weapon-control systems for ground forces.
- BARUTSAN (Ankara); MKEK (Ankara) and ASELSAN (Ankara): Engineering and area denial equipment:
- SUMERBANK (Ankara) and TEKNOTES (Istanbul): Uniforms and personnel equipment, protective clothing and equipment.

Defense Opportunities

Turkey has one of the most powerful, best disciplined, well equipped, and well trained armies in the world. Consequently, it must keep abreast of rapidly-developing military technology. Military sources indicate that $150 billion will be needed to fund the Turkish Armed Forces for the next 25 years. During this period, the Army ground forces will need $60 billion, the Navy will need $25 billion, and the Air Force will need $65 billion in arms and equipment. The Turkish General Staff indicated that 1,523 projects are planned, at a cost of $67 billion, until the year 2004.

The Turkish defense industry is developing with the support of the private sector and now appears to be one of the fastest-growing industrial sectors. Along with the state, the private sector is playing a major role in making Turkey's defense industry more competitive. A growing number of subcontractors from other industrial sectors have become involved in defense manufacturing. Military officials indicate that 21% of the needs of the Turkish Armed Forces are met by domestic production for major weapons, equipment, and spare parts, while the remaining 79% is supplied from abroad. Defense opportunities exist in the areas of upgrades and new systems. The potential for upgrading and/or replacing of spare parts and for maintenance, logistics, and service opportunities centers around the upgrading of the F-5 aircraft.

The Turkish Armed Forces include the following items as priorities for procurement:

- Tanks
- Tanker Aircraft
- Command and Control Aircraft
- Patrol Boats
- Mobile Radars
- Helicopters (utility, attack, scout)

The MOD pursues the development of Turkey's indigenous defense capacity to the maximum extent possible. Key defense protection requirements include the southeastern flank of NATO and the critical passage from the Black Sea into the Aegean. The large military forces of the neighboring former Soviet Republics will remain the dominant military threat to Turkey. The potential for armed conflicts within the nearby Central Asian Republics, the Balkans, and the Middle East underscores possible dangers from the growing instability in the region. The current

Turkish Ministry of Defense program objectives may be summarized as follows:

- Modernize communications
- Modernize fire power
- Reduce the size of the Armed Forces

Defense Procurement Process

The Turkish Ministry of National Defense (MND), under the direction of the Minister of National Defense, is responsible for meeting the requirements of the Turkish Armed Forces, from foreign and domestic sources, according to the programs and priorities determined by Turkish General Staff (TGS). This function of the MND is performed by the Deputy Under Secretary for Economical and Technical Affairs, and subsidiary departments. This department uses national budget funds to realize modernization projects. The Undersecretariat of Defense Industries uses the special "Defense Industries Support Fund" for material and service purchases.

Scaled bids are generally solicited. Bids are published in the Turkish Official Gazette and, for large procurement contracts, in at least two local newspapers in Ankara and Istanbul. In general, tender specifications are also sent to Turkish Military Attaches in Canada, France, Germany, Italy, Japan, Spain, U.K. and U.S., where major vendors are located. If the purchase might be made from the U.S., an announcement is also made in the Commerce Business Daily. Open tenders are sometimes used for routine or small procurements of supplies. The time frame for submission of tender proposals is generally four to six weeks. Bid bonds are sometimes requested and they are usually three percent of the total contract value. The winning bidder must submit a final guarantee and a performance bond (which is normally twice the amount of the bid bond). Both bonds have to be counter-guaranteed by a Turkish national bank. On completion of the contract, the performance bond is refunded, provided that the terms of the contract have been met. The bid bonds of unsuccessful bidders are also returned.

U.S. firms have been very successful in the Turkish defense market, but they are also frustrated by delays in some major equipment deliveries. A long-term commitment and in-country presence are needed to develop sales opportunities and to successfully market military equipment in Turkey.

There are no barriers to selling general items through a local distributor on a regular commercial basis. However, there are important purchasing policies and procedures, applying to defense purchases, with which suppliers should be familiar before submitting a tender. There is a need to team or partner for major bids and a requirement to include local content components in major bids. Local content is determined as the value added by Turkish companies and refers to the part of the contract that is obtained from local sources. Value added is the selling price of the product or service, less the duty paid for importer components, materials, and services. An offset package is frequently required for major sales.

There are no laws or regulations which give preference to domestic over foreign goods, although domestic firms are given special consideration for small orders. The availability of suppliers' credits may determine bid awards for some major procurement schemes. All credit offers must be screened by the Undersecretariat of Treasury, which has the responsibility for making final credit decisions.

Agencies/Ministries involved in the defense procurement process:

Undersecretariat for Defense Industries
(Savunma Sanayii Mustesarligi- SSM)
Inonu Bulvari, Kirazlidere Mevkii
06100 Bahceliever, Ankara, Turkey
Tel: 90-312-417-2326
Fax: 90-312-417-3266

Ministry of National Defense
Technical Affairs Office
(Milli Savunma Bakanligi Teknik Hizmetler
Dairesi Baskanligi) Ankara, Turkey
Tel: 90-312-425-1956 or 402-5245
Fax: 90-312-417-5488

Turkish Ministry of Defense
NATO Infrastructure Department
Bakanliklar, Ankara, Turkey
Tel: 90-312-417-1466 or 402-4272
Fax: 90-312-418-3384

Undersecretariat of Treasury
Ismet Inonu Bulvari
06510 Emek, Ankara, Turkey
Tel: 90-312-212-8800
Fax: 90-312-212-8778

Ministry of National Defense
Foreign Procurement Department
(Milli Savunma Bakangili
Dis Tedarik Dairesi Bakanligi)
Ankara, Turkey
Tel: 90-312-418-9616 or 402-3235
Fax: 90-312-417-7342

Turkish Gendarmerie Command
Procurement Department
(Jandarma Genel Komuntangili
Ikmal Sube Mudurlugu)
Ankara, Turkey
Tel: 90-312-417-3100, Ext. 4473
Fax: 90-312-418-3384

Coast Guard Command
(Sahil Guvernik Komutanligi
Lojistik Baskanligi)
Karanfil Sokak 64
06100 Bakanliklar, Ankara, Turkey
Tel: 90-312-417-0583 or
417-5050(SW)
Fax: 90-312-425-2845

Other Agencies/Ministries with Jurisdiction over Defense Trade

Ministry of Interior
(Icisleri Bakanligi)
Directorate General of Security
(Emniyet Genel Mudurlugu)
Ilkadim Cadessi 98
06540 Dikmen, Ankara, Turkey

Tel: 90-312-425-2049
Fax: 90-312-468-3346

Ministry of Interior
(Icisleri Bakanligi)
General Command of Gendarmerie
(Jandarma Genel Komutanligi)
APK Daire Baskanligi
Ankara, Turkey
Tel: 90-312-425-3810
Fax: 90-312-418-3510

Turkish Armed Forces Foundation
Ziya Gokalp Cadessi-Atac 2, Sokak No. 43
06420 Kizilay, Ankara, Turkey
Tel: 90-312-435-9180
Fax: 90-312-431-1666

Diversification/Commercial Opportunities

The Turkish market, provides a wide variety of commercial and dual-use trade opportunities for U.S. firms.

Privatization

Although the Turkish Government has been in the process of privatizing its network of State Economic Enterprises (SEE) for the last 10 years, government infighting and constitutional challenges have slowed any real progress to date. The public sector in Turkey remains huge. The SEE portion encompasses industrial sectors such as telecommunications, iron and steel, petrochemicals, petroleum distribution, shipping, airlines, power generation, and defense, as well as public utility companies (both local and central government), agricultural cooperatives, and many service organizations established by local municipal authorities.

The Privatization Administration (PA) is the organization responsible for planning and executing privatization programs of the SEE's. The PA is working to privatize companies which operate in competitive markets. The PA also plans to sell companies that are operating at a loss or those that require substantial additional investment in order to remain profitable. For sensitive industries such as the Turkish Electricity Authority, Turkish Airlines, the telecommunications sector of PTT, Tupras (oil refining), and Petkim (petrochemical industries), the PA is planning to negotiate individual management structures with "core investors," on a case-by-case basis, with the government retaining a role in management. Even this limited privatization will continue to be challenged until a social safety-net for displaced workers can be established and there is sufficient political will to handle the expected fallout. The bureaucratic and legal infrastructure necessary to deal with privatization also must be more fully developed. The most significant Turkish privatization projects are summarized below.

- *Petkim* - Engaged in the production of petrochemical products, this company owns two major plants in Izmir and Yarimca and its production of petrochemicals totals 1,600,000 tons per year. PA’s share in this company is 95.9 percent.

- *Tupras* - The largest firm in Turkey with revenues of $4.0 billion in 1996, Tupras is engaged in the refining of crude oil. Total annual refinery production is approximately 27.6 million tons per year in its four refineries. PA’s share in this company is 96.4 percent.

- *Petrol Ofisi A.S. (POAS)* - Engaged in the distribution of petroleum products and the production of lubricants and grease oil, PA owns 96 percent of the shares. POAS is one of the most profitable SEE’s and has 61 percent of the petroleum distribution market in Turkey. A minority share is scheduled to be sold to a “core investor” who will acquire management control.

- *Erdemir* - This is the only integrated flat-steel manufacturer in Turkey with crude steel production capacity of 2 million metric tons per year. PA owns 51.7 percent of this profit maker.

- *Turkish Airlines (THY)* - Serves more than 20 domestic and 51 international destinations. The company’s current fleet is composed of 28 Boeing 737-400's, Bae RJ-100's, seven Airbus 310-304's, seven Airbus 310-203's, four Airbus 340-300's, three Boeing 727-200's (cargo), and three Bae RJ-70's, totaling 65 aircraft with a seating capacity of 9,880 passengers. THY will be privatized to a “core investor” who will have management control.

- *Turkish Cargo Lines* - With over 40 ships, providing sea transport to the United States, Europe, and the Far East, this organization will also be privatized to a “core investor” who will have management control.

Environment

Demand for a whole range of environmental systems has accelerated with the establishment of the Ministry of Environment in 1991. Recently, a requirement for an environmental impact assessment (and solutions) for new projects was instituted. Flue gas desulphurization, water and wastewater treatment, medical waste incineration, solid waste management, and vehicle emissions control are among the promising areas for sales.

Airport Ground Support Equipment

Demand for ground support equipment is expected to grow due to the continuously increasing number of air passengers, the expansion and modernization of existing airports, and planned new airports. U.S. airport ground support equipment enjoys a good reputation in Turkey. The demand for airport ground support equipment in 1996 is estimated at $21 million and is expected to increase at an average rate of 20 percent during the next three years.

Electronics

In 1996, total Turkish electrical-generating equipment demand was estimated to be $370 million. Approximately 90 percent of total market demand is met by imported equipment. Turbines, generators, and boilers for thermal and nuclear power plants and co-generation power plants are currently the best prospects. During the 1995-1996 period, an estimated $21 billion of investments will be made in electrical energy. In addition, the Turkish market demand for medical equipment is expected to continue growing, particularly in sophisticated laboratory and computerized equipment and items for nuclear medicine, cardiovascular surgery, and x-ray.

There is no local production of electronic-integrated circuits in Turkey and demand is expected to be strong for the next several years. American electronic-integrated circuits are used primarily in the high-tech military sector, as opposed to the more crowded consumer electronics market.

Telecommunications

The Turkish telecommunications sector still needs to grow in sophistication. Turkish government policy is also moving towards privatization of telecommunication services, VSAT Network Systems, IBS Satellite Earth Stations, and a GSM mobile telephone system. Radio and TV transmission systems and antennas, studio equipment, and outside broadcasting vans supporting the development of private radio and TV companies will be in high demand.

Government Points of Contact

Listed below are key points of contact within the Turkish Ministries for the commercial product areas described above.

Ministry of Environment
General Directorate of Environmental
Pollution, Prevention and Control
Eskisehir Yolu - 8 KM
Ankara, Turkey
Tel: 90-312-285-1040
Fax: 90-312-285-5875

Ministry of Energy and
Natural Resources
Konya Yolu
06100 Bestepe, Ankara, Turkey
Tel: 90-312-222-4059
Fax: 90-312-223-4084
Contact: Mr. Ugur Dogan
Undersecretary

DHMI -Directorate General of State
Airports Admisnistration
Bahcelerarasi Cadessi
06330 Etiler, Ankara, Turkey
Tel: 90-312-212-2566 or 2112-2567
Fax: 90-312-212-5222

Ministry of Health
Research and Planning Department
06434 Sihhiye, Ankara, Turkey
Tel: 90-312-433-7777
Fax: 90-312-434-4602

Contact: Mr. Mustafa Ozatamer
Director General

TEAS- Directorate General of Turkish Electricity Production and Transmission Corporation
Inonu Bulvari 27
06440 Bachelievler, Ankara, Turkey
Tel: 90-312-222-9536
Fax: 90-312-222-9890
Contact: Mr. Afif Demirkiran
Director General

DSI- Directorate General of State Water Works
Inonu Bulvari
06100 Yucetepe, Ankara, Turkey
Tel: 90-312-418-3409
Fax: 90-312-418-2498
Contact: Prof. Dr. Dogan Altinbilck
Director General

Turk Telekom, Inc.
Department of Study, Project and Investments
Samsun Yolu Kavsagi
06101 Aydinlikevler, Ankara,Turkey
Tel: 90-312-555-1408
Fax: 90-312-313-1495
Contact: Mr. Mehmet Tasaltin
Head of Department

TGM- Directorate General of Radio Communications
Ulastirma Bankanligi Sitesi
91 Sokak No. 3 - 5th Floor
Emek, Ankara, Turkey
Tel: 90-312-212-3800 or 212-3801
Fax: 90-312-221-3226
Contact: Kamil Ergenekon
Director General

Doing Business in Turkey

Generally, U.S. products enjoy a good reputation in Turkey. However, sales of U.S. products to Turkey may be affected by some regulations that apply to both commercial and defense transactions. These regulations are briefly described below.

Proposals and/or quotations submitted to SSM (and/or Turkish Ministry Of Defense) are evaluated initially to ensure technical compliance with Turkish Armed Forces operational requirements. For major co-production projects, the following aspects are considered as vital points: technology transfer, offers for research and development activities in plants and facilities to be established in Turkey, amount of national content, and net flow currency abroad.

Turkish State Tender Law (No. 2886) governs preparation and administration of procurement. Articles 51 (P) and 89 cover foreign procurement. Copies of these laws and regulations may be obtained through the Turkish Embassy, Office of the Chief Counselor for Economic and Consumer Affairs, in Washington:

Office of the Chief Counselor for Economic and Commercial Affairs
Embassy of the Republic of Turkey
2523 Massachusetts Avenue, NW
Washington, D.C. 20008
Tel: 202-483-5366 or 483-6366 or 483-6367
Fax: 202-328-6055

There is no pre-qualification requirement for bidding on Turkish defense procurements. U.S. firms wishing to participate in Turkish defense procurements should register themselves as qualified bidders with the Ministry of Defense Affairs Department. U.S. firms should request that their company's name and address be entered on the potential bidders list. This office is also a good contact for general procurement information.

Government purchasing agencies may ask company representatives submitting bids to provide additional information and to lower their price proposals when the tender proposal is evaluated. A contract award is normally made to the lowest bidder. Although price is a significant factor, the quality of equipment or service, delivery schedule, availability of spare parts, and previous experience with the supplier will all influence the decision. Contracts may be awarded without competition if the agencies are authorized by the Council of Ministries to do so. Sometimes, a pre-qualification statement is required prior to submission of proposals.

Local Agents

Sections 116 to 143 of the Turkish Commercial Code (Law No. 6762, dated June 29, 1956) govern agents in Turkey. However, agency agreements are private contracts between two parties and their stipulations vary, depending upon the specific contract. There are no fixed commission rates; however, the agency must receive the commission within six months after payment is received by the principal exporting firm. Under the same law, either party may, with three months' notice, terminate an agency contract made for an unspecified period of time. Terminations without cause require compensation.

Turkey is a member of the World Trade Organization (WTO), formerly General Agreement on Tariffs and Trade (GATT), and regulates its customs practices in line with WHO requirements. Turkish intellectual property protection is inadequate and Turkey is on the U.S. Government's priority watch list for property rights violations.

U.S. Government Points of Contact

The following is a list of useful points of contact for U.S. firms interested in the Turkish market.

U.S. Embassy:

Jeremy Keller
The Commercial Service
American Embassy
PSC 93, Box 5000
APO AE 09823
Tel: 90-312-467-0949

Thomas Bruce
Political Military Affairs Counselor
American Embassy
PSC 93, Box 5000
APO AE 09823
Tel: 90-312-468-6110, Ext. 2235

Fax: 90-312-467-1366 Fax: 90-312-468-4775

Office of Defense Cooperation
Joint Programs Directorate
64 Ismet Inonu Bulvari
Ankara, Turkey
Tel: 90-312-418-9503
Fax: 90-312-425-5242

Turkish Business Associations:

Turkish-American Businessmen's Association
Barbados Bulvari- Eser Apt. No. 48/5
80700 Besiklas, Istanbul, Turkey
Tel: 90-212-274-2824
Fax: 90-212-275-9316
Contact: Mr. Bulent Senver
Chairman

SASAD- Savunma Sanayii Imalatcilari Dergeneri
(Defense Industries Manufacturers Association)
Katip Celebi Sokak 2/11
06680 Cankaya, Ankara, Turkey
Tel: 90-312-440-5566
Fax: 90-312-440-5567